

1. Policy Statement

thl is a diverse organisation, enriched by a wide range of people working together in a supportive and respectful environment. The Board endorses and supports the *thl* Diversity Policy, and is committed to diversity in Board representation.

2. Definition of Diversity

Diversity in Board and staff representation means having a mix of Board members and staff with a wide range of backgrounds, experience and skills without discrimination. Discrimination may relate to, but is not limited to: gender, ethnicity, race, marital status, sexual orientation, age, employment status, religious belief, ethical belief or political opinion.

3. Basic Principles

3.1 Board Composition

The Board is focused on ensuring that its composition, and the workforce of *thl*, reflects diversity without compromising quality. Accordingly, the Board and management, when making appointments, will consider diversity as well as the skills and experience needed to expand the perspective and capability of the Board and staff as a whole.

3.2 Recruitment

When recruiting a new Board Member, the Board will make reasonable efforts to ensure that the short-list of candidates is consistent with the aims of achieving diversity in representation. At the end of the recruitment process the Board must be satisfied that there are objective reasons to support the appointment and that this is in line with the objectives of this policy.

The Board will also require that, when considering appointments to the Executive Team, the CEO will make reasonable efforts to ensure that the short-list of candidates is consistent with *thl's* diversity policy where the skills and experience of the candidates make this possible. The shortlist for any Executive position, and any position reporting to an Executive Team member, must include at least one female candidate.

The Executive team and all *thl* management is required to apply this diversity policy when making all appointments.

3.3 Measurement

Each year the Board will review its' performance against its' diversity objectives, both in terms of the composition of the Board itself as well as reviewing this objective relative to the composition of the Executive Team.

3.4 Further Development of Diversity

The Board will annually review the diversity objectives and performance of the wider organisation.

4. Measuring Diversity

The Board will annually measure its performance against its diversity objectives as follows:

- 4.1** Annually review and report on, in the Annual Report, the composition of the Board;
- 4.2** Annually review and report on, in the Annual Report, the composition of the Executive Team;
- 4.3** The Remuneration Committee of the Board will review and report to the Board on the appointment process for all executive positions on the matter of diversity;
- 4.4** The Board, annually, will require the CEO to review and report on the diversity composition of the wider organization.

Approved by the Tourism Holdings Limited Board of Directors on 21 August 2017.